

ROUTING AND TRANSMITTAL SLIP

Date

TO: (Name, office symbol, room number,
building, Agency/Post)

Initials

Date
10 NOV
1981

1. *EO/DOA*

2. *DOA*

3.

4. *CMO*

5.

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

no action required

DO NOT use this form as a RECORD of approvals, concurrences, disposals,
clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Phone No.

DD/A Registry
81-2338

3 November 1981

DD/A REGISTRY

FILE: Pers-15

MEMORANDUM FOR: Office Heads

FROM: James N. Glerum
Director of Personnel

SUBJECT: Update on Recruitment and Processing Activities

1. The recruitment and processing of applicants continues to be of priority interest to you and to us. Overall, we were very successful in fiscal year 1981 and ended the year exactly at ceiling. In fact, we had to defer some hiring to avoid being over strength at year's end. With the hiring in October of those who had been deferred, we now have a good start on our hiring goals for FY 1982.

2. Even though we finished the previous year at ceiling, we realize there are current imbalances in our staff levels. We need to hire more clericals, the DDO needs more operations officers, NFAC needs more analysts, and the Office of Communications needs more radio operators. These and other categories will receive priority attention from us in the coming months.

3. To meet your hiring needs, the Office of Personnel is continuing to work closely with the Office of Security and the Office of Medical Services. With the excellent cooperation of these two offices, we are making considerable progress in the processing of applicants and are doing so without sacrificing either our qualifications or our clearance criteria. Among the changes which have been made within the last year or so are:

a. The abolishment of the Applicant Files List (aka the Skills Bank). We no longer send you a list of applicants who might meet your needs. Instead, we duplicate the original applicant file, hand-carry it to your office, and ask you to respond within 14 days. This saves at least two weeks over our old system.

b. Our security expeditors now conduct telephone interviews of all applicants in certain categories and have increased their up-front rejection rate from 6% to 10%. Numerous applicants who could never be cleared are thus kept out of the processing system.

c. Personnel resources have been added to ensure that applicants can be handled without undue delay by OP, OMS, and OS. This increase in staff is critical if we are to be successful in meeting the tremendous increase in recruitment needs for FY 1982 and FY 1983.

d. Many of the recruitment guides have been updated as well as rewritten for greater accuracy. We find, however, that the managers who make the hiring decisions still find some of the guides inaccurate and outdated. More work is needed, and we ask for your continued cooperation in ensuring the accuracy of your recruitment guides.

e. Use of the new Two-Part Personal History Statement (PHS) is being initiated for all applicants. About 60% of our applicants returned the old 17-page PHS as compared to field tests which show a 90-95% return rate with Part I of the new PHS. The first part of the new PHS (six pages) will give each manager all the information needed to make a decision to interview an applicant. The applicant will be asked to complete the second part (needed for clearance processing) only if interviewed by the manager. Applicants are rather careless these days when completing their application forms, and we frequently must recontact them for additional information. This, of course, makes the dates of their Interview Reports somewhat misleading, because we do not forward their applications until they are complete. We hope the shorter form will make life easier for all concerned--the applicant, the recruiter, and those engaged in the file review process, especially the manager.

f. Recruitment requirements are being refined. Our Staff Personnel Division now analyzes your hiring requests in terms of your on-duty strength, authorized ceiling, historical attrition, and, if significant, your gains and losses relative to other Agency components. This analysis, conducted in close coordination with your staff, determines the specific number of requests to be levied on the recruiters as well as the number of applicants who will be placed in process for your openings.

g. The full Professional Applicant Test Battery (PATB) now will be given to applicants in the field. Previously, only Part I of the PATB was administered in the field with Part II given at Headquarters. We hope this change will shorten the time spent in reviewing applicants; however, even if a savings in time does not occur, there will be a significant savings in travel funds resulting from the elimination of marginal candidates who would otherwise be invited to Washington for further interviews and testing.

h. OMS is working on a new system which is designed to provide computerized PATB readouts on applicants. OMS hopes to implement this change in two years or so. With this new development, the PATB results will be in the applicant file when OP initially sends it to you. This change should substantially shorten our hiring time.

i. Our mini-computer is providing OP with a reliable control system for information on applicants. Every two weeks we send your staff a report on the status of each applicant for whom you have requested clearances.

4. We are continuing to review our entire processing system to ensure applicants are reviewed and cleared as soon as possible; however, the process remains a rather complex one. It currently takes an average of 72 calendar days to clear someone and another 40 days before the applicant can arrange to enter on duty. Additional days must be allowed for recruiter contact and assessment, preparation of forms and the interview reports, and expeditor review. In the case of a professional or technician, the review by the hiring component, a personal interview in Washington, and the preparation of a psychological assessment must also be added to the hiring time.

5. It is unlikely, therefore, that we will be able to reduce our average hiring time to 81 days for professionals or 42 days for clericals as computer modelling previously suggested, especially in view of the greatly increased recruitment needs in FY 1982 and FY 1983. Some people may be hired in these short periods in the future as they have, in fact, been in the past, but these will be exceptions to the general rule. At present, we estimate it will take four months to locate, clear, and enter-on-duty a clerical if all goes well. Six to seven months will be needed to locate, clear, and hire a professional or technical applicant.

6. Our experiences have also demonstrated the importance of controlling the number of people we place in process for particular requirements. Our purpose in doing so is to ensure

our recruiting and processing resources are used equitably in order for us to be able to meet each office's staffing needs. Your managers can assist us in this regard by ensuring that the requirements of your office are valid, and that the people for whom clearances are requested will be accepted by you once they are cleared.

7. I hope this update of our recruitment and processing activities will be of interest to you and your managers. I am confident that, with your support and cooperation, we will be successful in meeting your recruitment needs in FY 1982.

>



James N. Glerum

STAT